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ABSTRACT

This report on the third year of activities of the Research and Reference Services (R&RS) of the Academy for Educational Development focuses on the themes of consolidating and refining products, responding to increased demand, institutionalizing previous success, and organizational change. The activities described include: (1) services and products delivered to specific users or groups of users (e.g., Tailored Information Packages, Technical Assistance and Training, Current Awareness Topical Updates); (2) users of the services--80% Agency for International Development (AID) and 20% public; (3) trends in AID's use of development information, which reflects a broad and sophisticated range of purposes for requesting information; (4) the R&RS mid-project evaluation, which focuses on organizational problems and issues and recommends a structural reorganization; and (5) plans for the implementation of this reorganizational scheme in year four. An appendix provides a diagram of the proposed reorganizational structure, which calls for the use of a team approach to answer information needs in the international development community. (CGD)

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Research and Reference Services

Third Annual Report

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Research and Reference Services

Third Annual Report

Center for Development Information and Evaluation

Research and Reference Services

Third Annual Report

Submitted to:
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Chief, Development Information, PPC/CDIE

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and
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January 1989

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Research and Reference Services

THIRD ANNUAL REPORT

I. Introduction: Highlights for Year Three

Four themes dominated the activities of the Research and Reference Services (R&RS) during FY 1988:

* consolidating and refining products;
* responding to increased demand;
* institutionalizing previous successes;
* organizational change.

Building on the knowledge base established in the products and services analysis completed in 1987, R&RS focussed on refining select products and services for specific user groups. The library began processing public requests in semi-monthly batches, thus streamlining its approach to public inquiries so as to allow more time for A.I.D. information requests. The research staff devoted significant attention to refining tailored information packages (TIP's), the service with greatest added value. Our Current Awareness Updates (CAU's) added ten new subjects and over 50 new subscribers. The interlibrary loan service (ILL) continued as the mainstay in non-A.I.D. document delivery, with substantial improvements in automating how ILL transactions are counted. Small steps taken to update the library collection and automate circulation procedures showed some results by increased A.I.D. usage of library holdings. These and other trends are more fully described in sections II and III of this report.

Related to the consolidation effort has been R&RS' enhanced ability to respond to a growing demand for information services. Year three service events totalled 4,500 more than those recorded during either of the first two years of the contract. Section II contains further examination of these statistics.

Contributing to the higher numbers has been the institutionalization of several user education activities designed and tested during the previous year: the monthly

newsletter Requests and Responses and the Information Sources and Services Workshop we give as a session of A.I.D.'s Project Design Course. Our former program analyst, Jeanne Tifft, developed routines and procedures which keep these activities relevant and implemented on time. Such steady attention has paid dividends. Training participants consistently rate the information workshop as outstanding, while Requests and Responses is recognized in U.S.A.I.D.s around the world. Both of these activities are major factors in CDIE's increasing visibility in the Agency.

Despite these many successes, however, R&RS staff experienced both limitations on its creativity and dissatisfaction with organizational communications. By spring the problem was diagnosed as a structural one and we employed a short-term consultant to take a hard look at the R&RS staffing pattern, with an eye to recommending changes which would improve our ability to reach service objectives more easily. By the end of the fiscal year, R&RS was planning for a fundamental change in its structure, including a revamping of the A.I.D. Library. The reorganization, which emphasizes a team approach to activities, is pictured in the attached exhibit A, and discussed more fully in section V and VI.

II. Services and Products

The Data

The raw data for FY88 is summarized below in Table 1 A Volume and Demand Summary FY88. Each service event is an individual transaction where R&RS staff delivers a specific service or product to a specific user or group. We experienced a 22% increase in service events over FY87; FY87 service events were in turn 12% more than FY86 service events, as shown in Table 1 B. Comparative Summary.

TABLE 1

A. VOLUME & DEMAND SUMMARY FY88

	CIRC	ILL	REF	CAU	TIP	TATR	TOTAL SVC EVTS
AID/W	1194	3244	2927	506	428	40	8339
USAID		820	236	1264	343	4	2667
PUBLIC	1256	20	4099	72	128	12	5587
TOTAL	2450	4084	7262	a1842	899	56	16593
TOT TIME (HRS)	622	833	2053	313	4613	190	
AVG UNIT COST (HRS)	0.25	0.2	0.28	0.17	5.13	3.4	

B. COMPARATIVE SUMMARY FY86 - FY88

	CIRC	ILL	REF	CAU	TIP	TATR	TOTAL	% INCREASE
TOT SVC EVTS FY88	2450	4084	7262	a1842	899	56	16593	22
TOT SVC EVTS FY87	1459	3171	6313	a1680	406	45	13074	12
TOT SVC EVTS FY86	1353	4357	b3658	c2208			11576	

NOTES:
a: monthly deliveries to 156 subscribers FY88; 140 subscribers FY87
b: Ready Reference only
c: REQuest database records, reflecting in-depth REFerence, TIPs, etc.

KEY

CIRC = Library CIRCulation to AID and public
ILL = InterLibrary Loan articles obtained, books borrowed
REF = REFerence and document delivery services
CAU = Current Awareness Updates subscriptions delivered monthly
TIP = Tailored Information Packages
TATR = Technical Assistance and TRaining activites (Workshops, Briefings)
Avg Unit Cost = Average hours spent by R&RS staff on a given service

Most noteworthy is that demand for our Tailored Information Packages (TIPs) more than doubled from 406 in FY87 to 899 in FY88. This product incorporates the most analysis and hence the most time: an average of around 5 hours per product delivery. Technical Assistance and Training (TATR) largely reflects the 3-hour morning workshops in Information Sources & Services. Reference includes both in-depth Reference services recorded in the REQuest database and tallied Ready Reference services. The times spent on Ready Reference, Circulation, ILLs, and Current Awareness Updates, are all calculated from an estimated per-transaction average.

Table 2: R&RS Monthly & Cumulative Service Events, FY88, on the following four pages, gives disaggregated month-by-month data for services to each A.I.D. office and Mission. This table does not discriminate between types of services, but it does give a sense of demand distribution throughout the agency. Therefore a brief discussion of these numbers follows below.

Services to USAIDs consist mostly of TIPs and Current Awareness Topical Updates. Far and away the heaviest users were Indonesia, Haiti, and Ecuador. In each case a Mission-based Information Advisor (Indonesia) or Development Information Center Librarian (Haiti and Ecuador) is both well aware of what we can do and dependent upon us for meeting information needs they cannot handle locally. The annual totals for each Geobureau are remarkably even although the LAC bureau may be slightly underserved (AFR 1096; ANE 1103; LAC 935).

High numbers in various Central Bureaus have various explanations:

- o CDIE consumes large numbers of ILLs, mostly for R&RS which in turn redistributes them to USAIDs and others as TIP contents;

- o S&T/H consumes Topical Updates for such contractors the Reach or Pritech projects, and ILLs which result from the Topical Updates;

- o the Management bureau usage reflects bibliographies and ILLs we provided to update country modules in the M/PM/TD Training Library.

- o The increase in services provided PPC/AA through the summer reflects bibliographies and ILLs we provided the Administrator's Task Force in preparation for its "November Report."

Table 2

R&RS MONTHLY & CUMULATIVE SERVICE EVENTS, FY88

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	GROUP TOTAL FY 88
AFR BUREAU	0	1	0	0	0	0	0	0	4	6	0	3	14
AFR/AA	2	2	2	3	7	4	3	2	3	2	2	2	34
AFR/DP	3	5	6	5	8	4	3	4	4	4	5	4	55
AFR/PD	1	0	1	0	1	0	0	0	4	1	0	1	9
AFR/TR	10	17	12	14	10	12	10	10	14	11	19	13	152
AFR/CCWA	0	0	0	0	0	0	0	0	0	0	0	0	0
BURUNDI (BUJUMBURA)	0	0	0	0	0	1	0	0	0	0	0	0	1
CAMEROON (YAOUNDE)	6	6	5	6	7	6	8	5	6	5	6	5	71
GAMBIA (BANJUL)	3	2	2	3	2	2	3	2	7	6	2	2	36
GHANA (ACCRA)	0	0	0	0	0	0	0	0	1	1	0	1	3
GUINEA (CONAKRY)	9	3	6	1	2	0	0	0	0	0	1	0	22
GUINEA-BISSAU (BISSAU)	0	0	0	0	0	1	0	0	0	0	0	0	1
IVORY COAST (ABIDJAN)	0	0	2	0	15	1	0	0	0	1	0	0	19
LIBERIA (MONROVIA)	5	2	4	5	3	2	3	3	2	2	0	1	32
NIGERIA (LAGOS)	0	0	0	0	0	0	0	0	0	0	0	0	0
RWANDA (KIGALI)	3	2	2	2	2	2	2	3	2	2	2	2	26
SIERRA LEONE (FREETOWN)	0	0	0	0	0	0	0	0	0	0	0	0	0
TOGO (LOME)	0	0	0	0	0	0	0	0	0	0	0	0	0
ZAIRE (KINSHASA)	1	1	1	1	13	1	3	3	4	4	1	2	35
AFR/EA	1	0	0	0	0	0	0	0	0	0	0	0	1
DJIBOUTI (DJIBOUTI)	0	0	0	0	0	0	0	0	0	0	0	0	0
ETHIOPIA (ADDIS ABABA)	1	1	1	1	1	1	1	1	1	1	1	1	12
KENYA (NAIROBI)	3	3	5	3	2	4	0	2	3	3	2	2	32
SOMALIA (MOGADISHU)	3	1	2	2	1	3	2	7	2	5	1	1	30
SUDAN (KHARTOUM)	0	0	0	0	0	0	24	2	1	0	1	0	28
TANZANIA (DAR ES SALAAM)	0	0	1	0	0	0	0	1	1	0	1	0	4
UGANDA (KAMPALA)	0	0	0	0	1	0	0	1	0	1	0	0	3
AFR/SA	1	2	1	1	1	1	0	0	0	1	0	0	8
BOTSWANA (GABORONE)	0	0	0	0	0	0	1	0	0	5	1	2	9
LESOTHO (MASERU)	1	0	1	1	0	0	0	0	1	0	0	0	4
MALAWI (LILONGWE)	1	1	1	0	2	1	0	1	0	0	0	0	7
MOZAMBIQUE (MAPUTO)	0	0	0	0	0	1	0	0	0	0	0	0	1
SWAZILAND (MBABANE)	0	0	0	3	0	0	8	1	0	0	0	7	19
ZAMBIA (LUSAKA)	0	0	1	0	0	0	0	0	1	0	0	0	2
ZIMBABWE (HARARE)	1	1	1	4	4	3	8	2	6	4	2	1	37
REDSO/ESA (NAIROBI)	3	2	4	3	3	2	9	5	6	5	2	3	48
REDSO/WCA (ABIDJAN)	7	6	3	8	6	4	6	5	3	27	3	2	80
AFR/SWA	1	4	1	0	0	0	2	0	3	16	2	1	30
BURKINAFASO (OUAGADOUGOU)	7	7	7	7	7	8	7	7	7	7	7	7	85
CAPE VERDE (PRAIA)	1	1	1	1	1	1	1	1	1	1	1	2	13
CHAD (N'DJAMENA)	1	1	1	1	2	1	4	1	2	1	1	2	18
MALI (BAMAKO)	3	1	2	1	3	1	3	1	1	1	1	2	20
MAURITANIA (NOUAKCHOTT)	1	2	1	2	1	1	1	1	1	1	1	3	16
NIGER (NIAMEY)	6	6	7	6	5	6	6	6	6	5	6	6	71
SENEGAL (DAKAR)	2	1	0	2	1	0	1	2	0	0	1	1	11
SUBTOTAL AFR. BUR.	87	81	84	86	111	74	119	80	97	126	72	79	1096

R&RS MONTHLY & CUMULATIVE SERVICE EVENTS, FY88

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	GROUP TOTAL FY 88
ANE BUREAU (TALLY)	0	0	1	0	1	8	0	0	0	1	2	0	13
ANE/AA	0	0	0	0	0	0	0	1	0	0	0	1	2
ANE/DP	3	7	2	2	0	0	1	0	0	1	2	2	20
ANE/PD	2	2	0	0	1	7	4	4	1	0	1	2	24
ANE/TR	2	4	14	12	6	11	4	5	5	4	22	5	94
ANE/E	0	0	5	2	0	0	0	0	0	0	0	0	7
EGYPT (CAIRO)	12	8	7	4	8	12	5	7	7	11	10	8	99
ANE/EA	0	0	3	0	0	0	0	0	0	0	0	0	3
BURMA (RANGOON)	1	1	1	1	1	1	1	1	1	1	1	1	12
FIJI (SUVA)	0	0	0	0	0	0	0	0	0	0	0	0	0
INDONESIA (JAKARTA)	12	25	44	18	17	18	17	18	14	28	11	14	236
PHILIPPINES (MANILA)	8	6	9	10	8	7	6	10	9	7	6	6	92
THAILAND (BANGKOK)	8	5	2	1	2	1	2	2	2	1	16	3	45
ANE/MENA	0	2	0	0	0	0	0	0	0	0	0	0	2
JORDAN (AMMAN)	0	4	7	4	4	1	0	1	0	2	0	0	23
MOROCCO (RABAT)	6	2	4	1	1	3	2	6	2	4	1	0	32
OMAN (MUSCAT)	0	0	0	0	0	0	0	0	1	0	0	1	2
PORTUGAL (LISBON)	0	0	0	0	0	0	0	0	0	0	0	0	0
TUNISIA (TUNIS)	0	0	0	0	2	0	0	0	0	0	0	1	3
YEMEN (SANA)	7	9	8	6	21	26	6	8	6	7	6	6	116
ANE/SA	1	1	1	3	2	4	3	1	1	2	1	1	21
AFGHANISTAN (KABUL)	0	0	0	0	0	0	0	0	2	0	0	0	2
BANGLADESH (DHAKA)	5	5	5	6	8	8	3	5	4	7	3	6	65
INDIA (NEW DELHI)	1	1	2	2	1	0	0	2	2	0	1	3	15
NEPAL (KATHMANDU)	2	3	3	11	4	15	3	2	3	2	3	19	70
PAKISTAN (ISLAMABAD)	6	6	6	8	7	7	6	10	10	21	6	6	99
PESHAWAR	0	0	0	0	0	0	0	0	0	0	0	0	0
KARACHI	0	0	0	0	0	0	0	0	0	0	0	0	0
SRI LANKA (COLOMBO)	1	7	0	2	2	0	1	1	0	2	0	0	16
SUBTOTAL ANE BUR.	77	98	123	93	96	121	64	84	70	100	92	85	1103

R&RS MONTHLY & CUMULATIVE SERVICE EVENTS, FY88

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	GROUP TOTAL FY 88
LAC BUREAU (TALLY)	0	0	0	0	0	0	0	1	1	0	1	0	3
LAC/AA	0	0	0	0	0	0	2	0	0	0	0	0	2
LAC/DP	0	1	0	1	0	0	0	0	0	0	0	0	2
LAC/DR	4	2	2	3	6	2	1	0	0	0	22	3	45
LAC/CAP	0	2	2	1	0	0	0	1	0	0	1	0	7
COSTA RICA (SAN JOSE)	1	3	7	17	3	5	3	2	1	2	6	2	52
ELSALVADOR (SAN SALVADOR)	4	5	7	11	9	7	4	5	12	10	6	6	86
GUATEMALA(GUATEMALA CITY)	0	2	8	3	5	5	4	10	1	9	2	1	50
HONDURAS (TEGUCIGALPA)	2	2	5	1	5	11	1	1	3	1	2	1	35
PANAMA (PANAMA CITY)	6	0	1	0	0	0	0	0	0	0	0	0	7
ROCAP (GUATEMALA CITY)	1	1	2	1	1	0	1	4	3	1	2	9	26
RHUDO/CA (TEGUCIGALPA)	1	3	1	1	1	0	1	1	3	2	6	1	21
LAC/CAR	0	0	0	0	0	0	0	0	2	0	0	0	2
BELIZE (BELIZE CITY)	7	6	5	3	4	5	4	3	3	6	7	8	61
DOMINICAN R. (ST.DOMINGO)	9	2	2	1	4	1	2	2	1	1	5	1	31
GRENADA	0	0	0	0	0	0	0	0	0	0	0	0	0
HAITI (PORT AU PRINCE)	6	8	7	23	7	21	5	5	33	6	10	8	139
JAMAICA (KINGSTON)	1	3	3	4	3	3	4	4	4	3	3	3	38
RDO (BARBADOS)	0	3	8	1	2	0	0	2	2	1	2	0	21
LAC/SAM	0	0	0	0	0	0	0	0	0	0	0	0	0
BOLIVIA (LA PAZ)	2	3	2	2	7	6	18	11	6	6	6	7	76
BRAZIL (BRASILIA)	0	1	0	0	1	0	0	0	0	1	0	2	5
COLOMBIA (BOGOTA)	0	0	0	0	0	0	0	0	0	0	0	0	0
ECUADOR (QUITO)	6	14	25	26	10	8	7	15	24	13	11	2	161
MEXICO (MEXICO CITY)	0	0	0	0	0	0	0	0	1	0	0	0	1
PERU (LIMA)	4	3	3	3	5	6	3	5	4	3	4	3	46
URUGUAY (MONTEVIDEO)	1	0	0	0	0	0	0	9	3	4	2	1	20
SUBTOTAL LAC BUR.	55	64	90	102	73	80	60	80	106	69	88	58	935

R&RS MONTHLY & CUMULATIVE SERVICE EVENTS, FY88

CENTRAL BUREAUS	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	GROUP TOTAL FY 88
A/AID	0	0	0	0	0	17	1	7	1	0	1	0	27
PPC BUREAU (TALLY)	0	8	3	0	0	15	2	0	1	3	0	2	34
PPC/AA	3	2	1	0	0	0	14	36	55	111	145	32	399
PPC/CDIE	153	106	132	87	93	117	97	109	120	69	92	77	1252
PPC/DC	0	2	0	0	0	0	0	0	0	0	0	0	2
PPC/EA	1	1	0	0	1	0	0	0	0	0	0	0	3
PPC/MFI	0	0	0	0	0	0	0	0	0	1	0	0	1
PPC/PB	0	1	1	1	2	1	1	0	0	0	0	0	7
PPC/PDPR	3	0	1	3	2	11	1	9	1	27	14	3	75
PPC/WID													0
SUBTOTAL PPC BUR.	160	123	141	97	102	169	118	163	182	213	255	116	1839
S&T BUREAU (TALLY)	0	2	2	0	0	0	11	2	0	8	0	1	26
S&T/AA	0	0	0	0	0	4	0	0	0	0	0	0	4
S&T/AG	9	11	17	19	23	9	12	17	10	6	20	19	172
S&T/ED	1	1	0	0	0	2	1	1	2	8	0	0	16
S&T/EY	2	0	0	5	1	1	2	3	3	2	2	2	23
S&T/FNR	1	8	5	3	1	3	1	2	3	11	18	2	58
S&T/H	60	36	23	48	32	68	57	58	78	62	67	51	640
S&T/IT	0	0	0	0	0	1	0	0	0	0	0	0	1
S&T/N	1	0	1	1	4	4	1	1	3	5	2	0	23
S&T/POP	5	2	2	0	0	7	3	0	4	14	26	24	87
S&T/RD	6	5	7	6	13	34	12	10	5	6	4	11	119
SUBTOTAL S&T BUR.	85	65	55	82	74	133	98	92	108	114	139	110	1155
FVA	4	6	8	7	12	9	4	6	6	7	5	5	79
GC	0	0	0	0	0	0	2	0	0	0	1	0	3
IG/II	1	2	1	6	2	7	5	2	8	3	8	4	49
LEG	0	0	0	0	0	0	0	1	0	0	0	0	1
M	13	6	16	19	44	74	59	60	102	114	76	39	622
OFDA	0	1	0	0	0	0	2	0	0	1	0	1	5
PRE	6	0	1	2	1	5	6	9	1	18	12	4	65
XA	2	2	3	0	0	3	1	2	0	3	2	2	20
BIFAD	0	1	0	0	0	0	0	0	0	0	0	0	1
PSC	0	0	0	0	0	0	0	0	0	0	0	0	0
SCI	0	10	6	7	6	7	4	5	0	7	5	3	60
TDP	0	0	1	1	0	2	1	0	0	0	5	1	11
SUBTOTAL OTHER CENT. BUR.	26	28	36	42	65	107	84	85	117	153	114	59	916
OTHER AID	212	225	271	345	356	358	374	329	462	402	288	336	3958
TOTAL AID REQUESTERS	702	684	800	847	877	1042	917	913	1142	1177	1058	843	11002
NON-AID REQUESTERS	370	376	364	571	428	569	566	543	576	485	375	364	5587
TOTAL EVENTS	1072	1060	1164	1418	1305	1611	1483	1456	1718	1662	1433	1207	16589
EST TIME SPENT	107	203	179	185	192	228	289	219	260	261	238	190	2550
REQ TIMESP	378	661	552	390	468	595	535	649	406	533	512	397	6076
TOTAL TIME SPENT (HOURS)	485	864	731	575	660	823	823	868	666	794	751	587	8626

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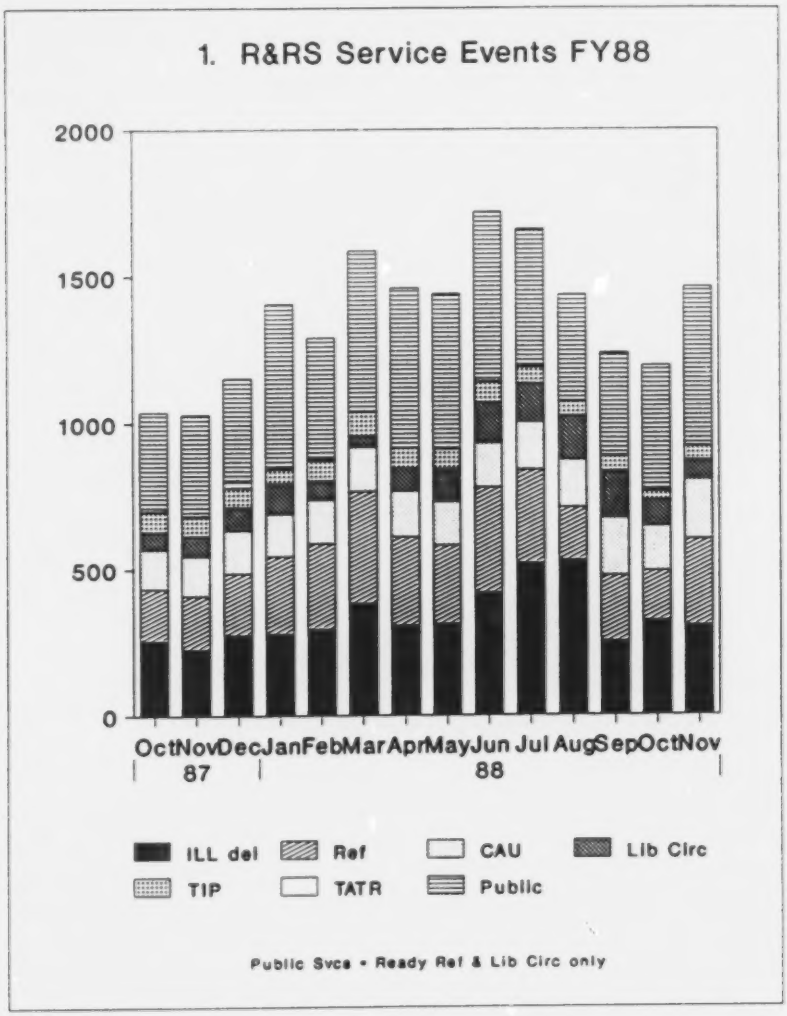
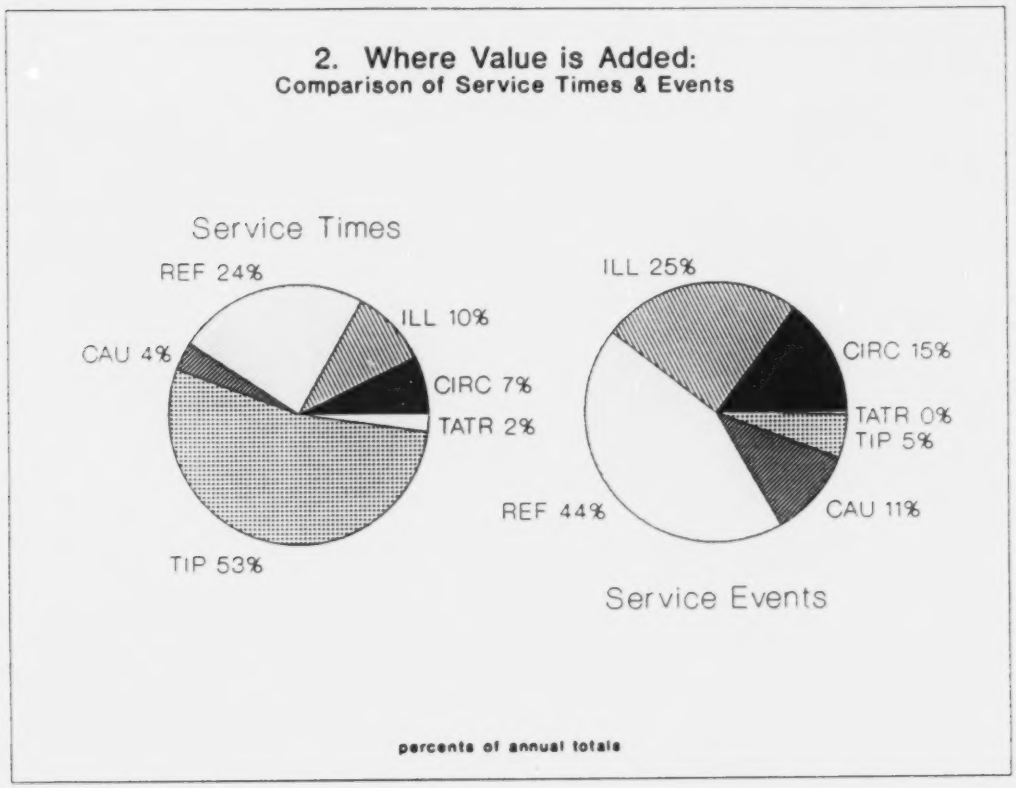
The Charts

The following sequence of ten charts illustrates the flow of each service throughout FY88, beginning with an overview below in Chart 1: R&RS Service Events FY88. The first two months of FY89 are included to demonstrate that the downward trend at the end of FY88 is only cyclical and that demand continues to increase.



The volume peaks of January, March, and early summer (June and July) are also probably cyclical. It is important to note that the "workhorses" of our information services to A.I.D. are Reference and ILL, consistently the greatest number of events each month. With Library Circulation, these services are also subject to greater volume variation from month to month than either Tailored Information Packages (TIP) or Current Awareness Updates (CAU). Since we cannot regulate the intake of these service requests, they are the areas where we need to create the most efficiencies through automation and process organization.

The comparison of service times (or "billable hours") and service events shown below in Chart 2: Where Value is Added illustrates the dramatic difference between them.



84% of all service events is accounted for by Reference, ILLs, and Circulation. Yet together they account for only 41% of service time. Tailored Information Packages (TIPs), however, only 5% of all service events, take nearly all the remaining service time (53%). TIPs contain highly filtered DIS searches, bibliographies created to-order, and publications, documents, or other materials selected to meet a requester's specific information need. This added value makes them highly visible to the group using them and highly promotable through "Requests & Responses." Nevertheless we must not lose sight of the fact that Reference services, nearly half (44%) of all service events, are fundamental to every other service and have the widest impact. Maintaining their reliability, consistency, accuracy, and efficiency, is therefore also fundamental.

Our InterLibrary Loan (ILL) document delivery service counts numbers of titles requested, both books borrowed from other libraries, and photocopies of journal articles obtained thrugh the OCLC online system. Chart 3 A below suggests a monthly average of around 300 -- a dozen a day. This is extremely high for any library, but is characteristic of the drink-by-drink demand-driven acquisition necessary when resources are insufficient for an adequate serials collection. Additionally, about 10% of the titles A.I.D. requests are not obtainable through OCLC, representing "grey" literature we still need to identify and obtain through other means.

Until June, ILL transactions were counted manually. In July, DIHF intern Carlos Borro installed a program obtained by Jim Harold to count and sort requests automatically. Changing to this system, and adding in unreported transactions from the previous month, caused the sharp peaks of July and August.

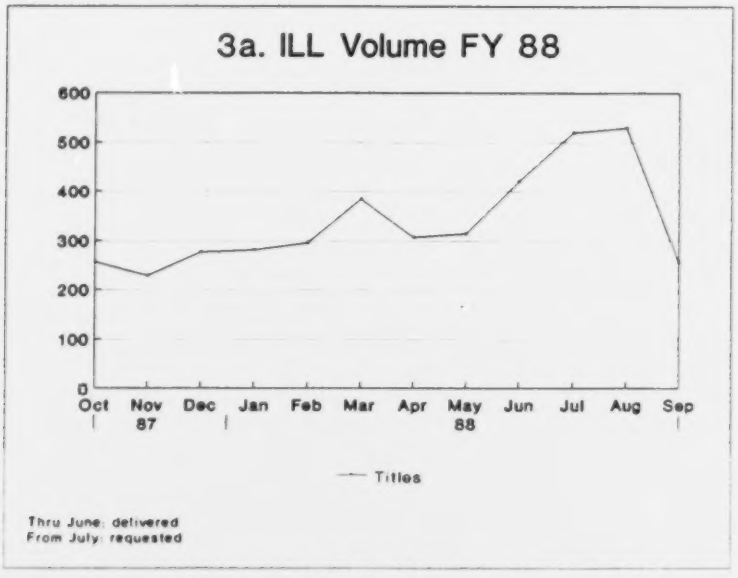
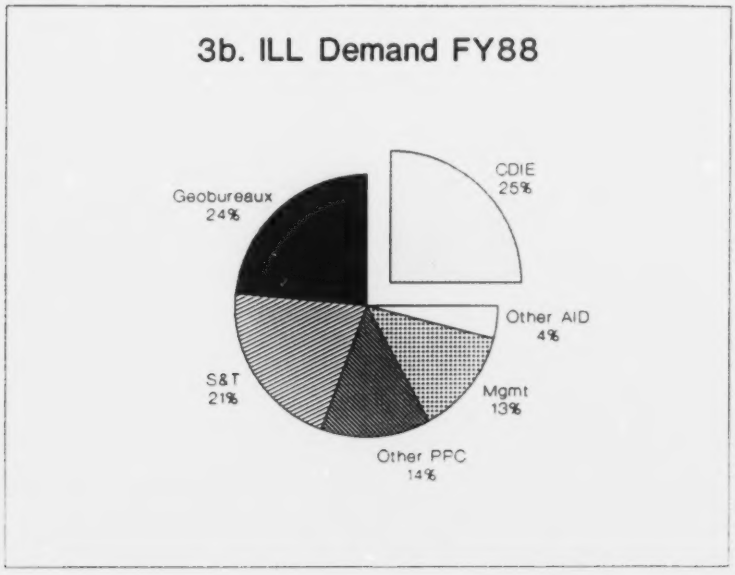
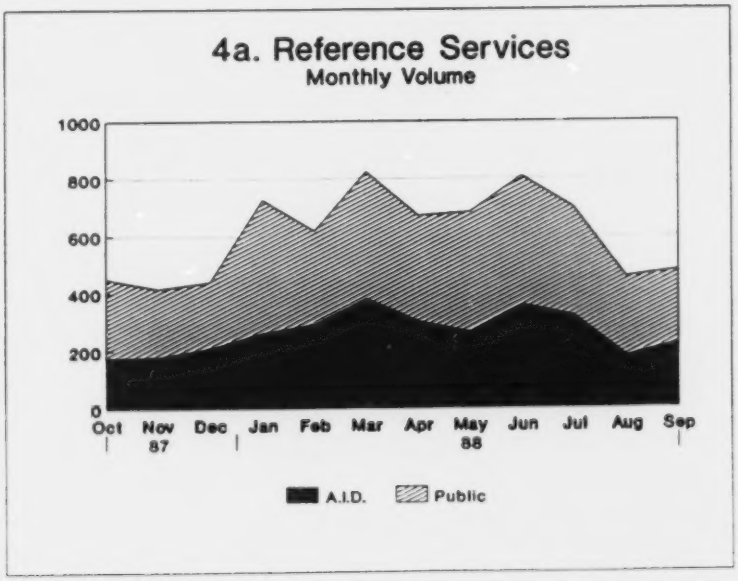


Chart 3 B on the following page shows that fully 25% of all ILL transactions were for CDIE. Most of those were for R&RS, most of which in turn were included in TIPs, often for USAIDs. Thus, the Geobureau demand for this service is actually much higher than the 24% that this chart shows for requests they have made directly.

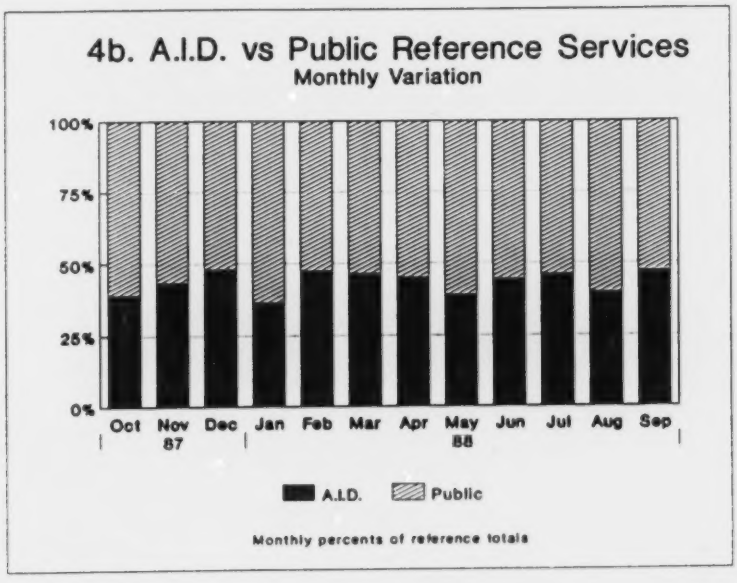


The high S&T demand is to be expected for two reasons: it is a research staff and their offices are nearby. "Other PPC" mainly reflects work for the Administrator's Task Force, and "Mgmt" our contributions to the Training Modules for M/PM/TD Training Library.

Reference Services alone account for 44% of all our service events, as we have already seen in Chart 2. The monthly volume shown in Chart 4 A records a steady increase in A.I.D. use of our Reference Services through the first half of the fiscal year. The annual overall trend also remains up.



But A.I.D. demand never surpassed public demand. Chart 4 B suggests the relentless public pressure on the Library Reference staff. Fully 88% of all FY 88 Reference Service events are Ready Reference and Quick DIS checks taking 5 minutes or less per transaction. They average 525 per month answered in the library, of which 54.7% were for public patrons. To improve our services to A.I.D. with our present resources, it is imperative that we control public access to R&RS services.

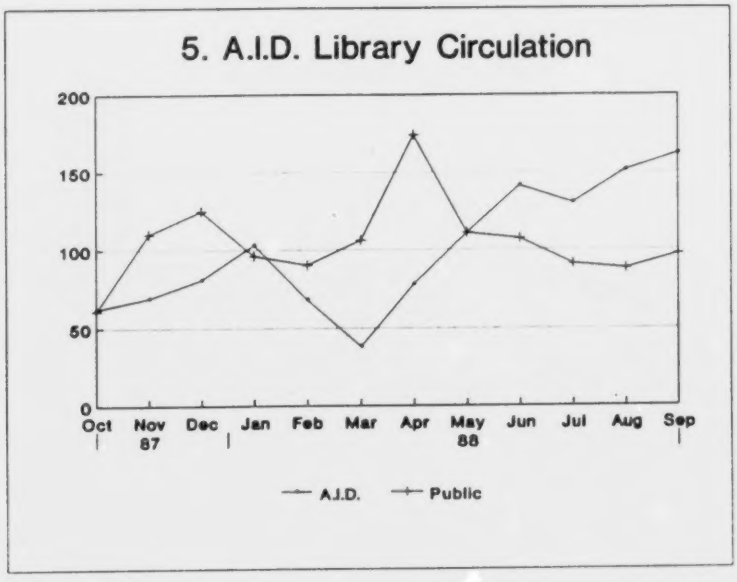


Current Awareness Updates are monthly bibliographies on specific topics run automatically against several external databases, photocopied, and distributed to subscribers. The data in Table 3 below shows that they garnered an increasing number of subscribers during the year, mostly via word-of-mouth. About 2/3 of the subscribers are with USAIDs. When Ruth Mara, who originated the service, left R&RS in August to become an A.I.D. direct hire, R&RS Program Analyst Jeanne Tifft took it over as a component of the Information Dissemination aspect of our reorganization.

R&RS CURRENT AWARENESS UPDATES: CURRENT TITLES, MONTHLY DISTRIBUTION

CAU TITLES	BEG DATE	PREP HOURS	JUL 87	AUG 87	SEP 87	OCT 87	NOV 87	DEC 87	JAN 88	FEB 88	MAR 88	APR 88	MAY 88	JUN 88	JUL 88	AUG 88	SEP 88
AIDS	8705	1.00	29	35	38	39	41	40	42	42	43	45	46	46	46	43	43
DECENTRALIZATION	8707	6.00	11	12	12	12	15	17	17	17	17	17	17	17	17	17	17
DESERTIFICATION	8708	0.25		2	2	2	2	2	2	2	2	3	3	3	3	2	2
EDUC. DECENTRALIZATION	8705	3.50	6	6	6	6	6	7	7	7	7	8	8	8	8	7	7
FOOD SECURITY	8704	2.00	40	39	40	40	41	40	40	40	40	41	41	41	41	39	39
GUINEA WORM	8705	0.50	11	11	11	12	12	12	12	12	12	13	13	13	13	8	8
HEALTH CARE FINANCING	8708	5.00		1	2	3	4	5	5	6	6	8	8	8	8	7	7
HEARLES	8704	0.50	15	16	16	17	17	17	17	17	18	18	18	18	18	19	19
ONCHOCERCIASIS	8705	1.00	3	3	3	4	4	4	4	5	5	6	6	6	6	6	6
SCHISTOSOMIASIS	8705	1.00	3	3	3	4	4	4	4	4	4	5	5	5	5	5	5
WOMEN IN DEVELOPMENT	8712	0.50						2	2	2	2	3	3	3	3	3	3
TOTAL			118	128	133	139	146	150	152	154	156	167	168	168	168	156	156

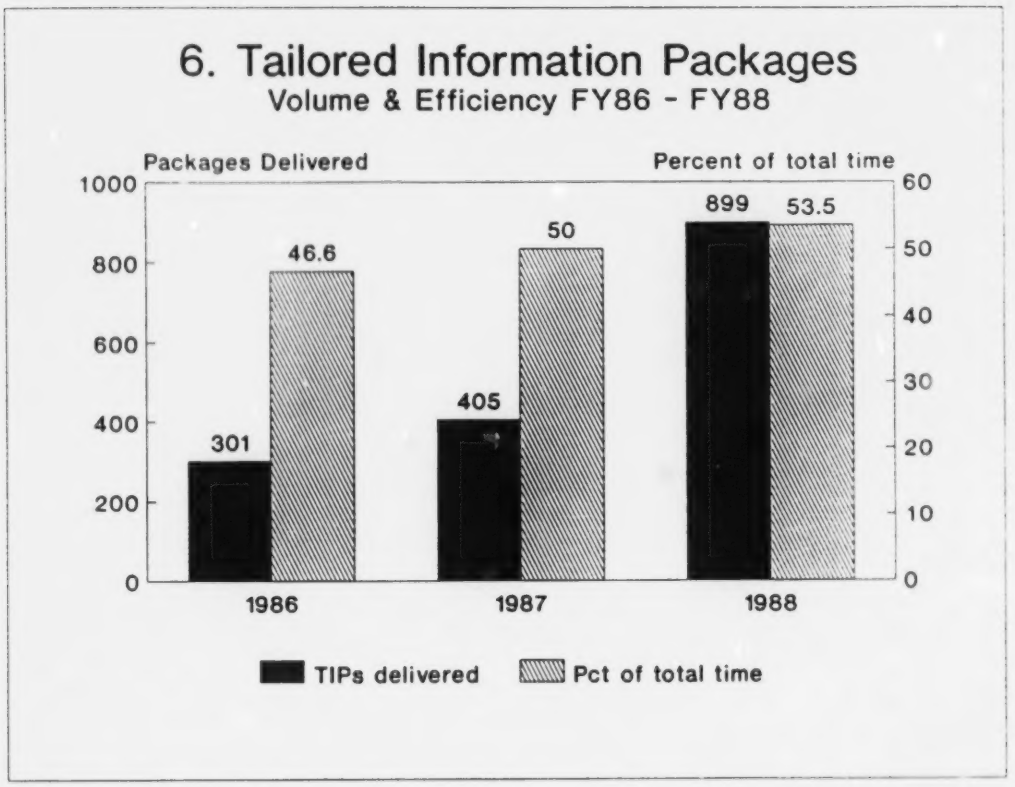
Library circulation also increased in FY88. Chart 5 below shows circulation to A.I.D. staff finally surpassing circulation to public requesters (via ILL loans to other libraries) in June, possibly attributable to improvements in the library collection and to increased awareness in A.I.D. Curiously, the lowest number of A.I.D. transactions occurred in March, which was otherwise one of the peak months noted in Chart 1.



Tailored Information Packages (TIPs) evolved during 1986 and have since become our distinctive value-added product. Inherently flexible and responsive to changing information needs, they are likely to remain so.

This year Research Assistant Elizabeth Temple brought order and system to producing duplicate TIPs in response to requests for them inspired by our monthly bulletin Requests & Responses. These duplicates have averaged around 10 per month since March, so the more-than-doubled demand for TIPs in the past year noted in Table 1 can be attributed largely to requests for original TIPs.

Nevertheless, the increasing numbers of TIPS delivered annually, against the decreasing percentage of total annual service time spent producing them, indicate a remarkable increase in product efficiency over the past two years. This is illustrated in Chart 6 below.



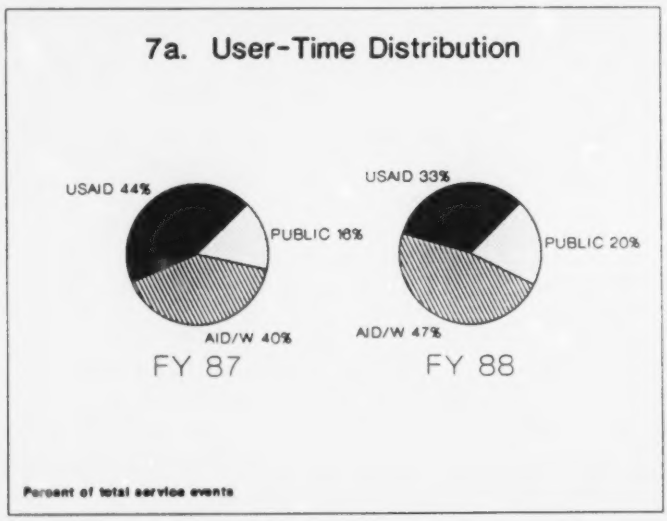
We began enclosing a user feedback form in each TIP sent out since mid-August. Early returns indicate a high level of satisfaction, but closer analysis will not be possible until we are further into FY 89. In addition, we plan to solicit anecdotal impact information from requesters who give permission to do so on that form.

Technical Assistance and Training (TATR) activities emphasized the training aspect, consisting mainly of the 3-hour morning workshop R&RS staff now give as a session of the A.I.D. Project Design course, plus major briefings given A.I.D. staff groups. We began the year intending to identify an R&RS market share of technical assistance involving A.I.D. information collections, managers, and activities, but increasing demand for the services we were already providing absorbed all our capacities.

III. Users

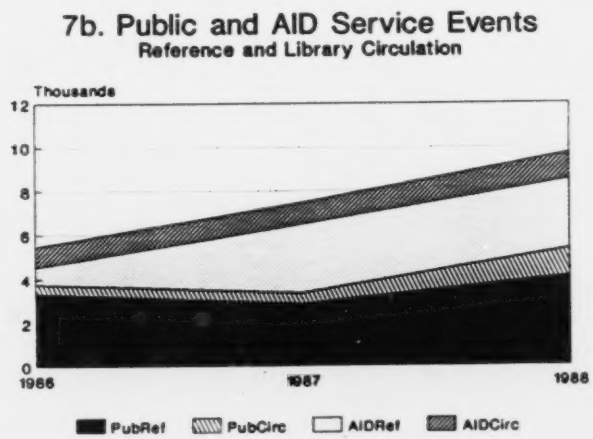
A.I.D. and the Public

Our staff service time was generally divided between A.I.D. and the public 80% / 20% during FY88, as seen in Chart 7 A: User-Time Distribution.



The percentage of total time spent on services to AID/W and the public each increased over FY87, with a corresponding drop of 10% for direct services to USAIDs. However, many AID/W requests are in fact for USAID end-users. Further, we will demonstrate below that service events to USAIDs are on the increase. More disturbing is the 4% increase in the percentage of time spent on the public, a direct result of open access to the Library and to our Reference services.

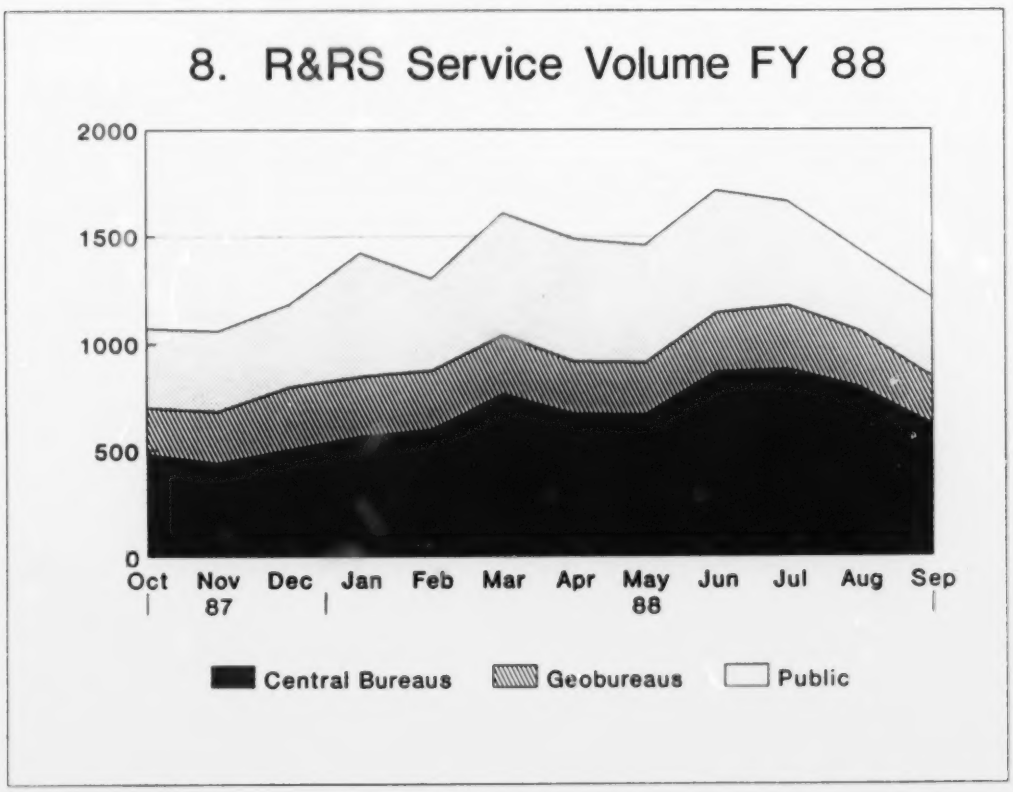
Another way to look at this relationship is illustrated in the adjoining Chart where the upward trend in public demand is clear, as is the increasing A.I.D. demand for our Reference services since FY 87.



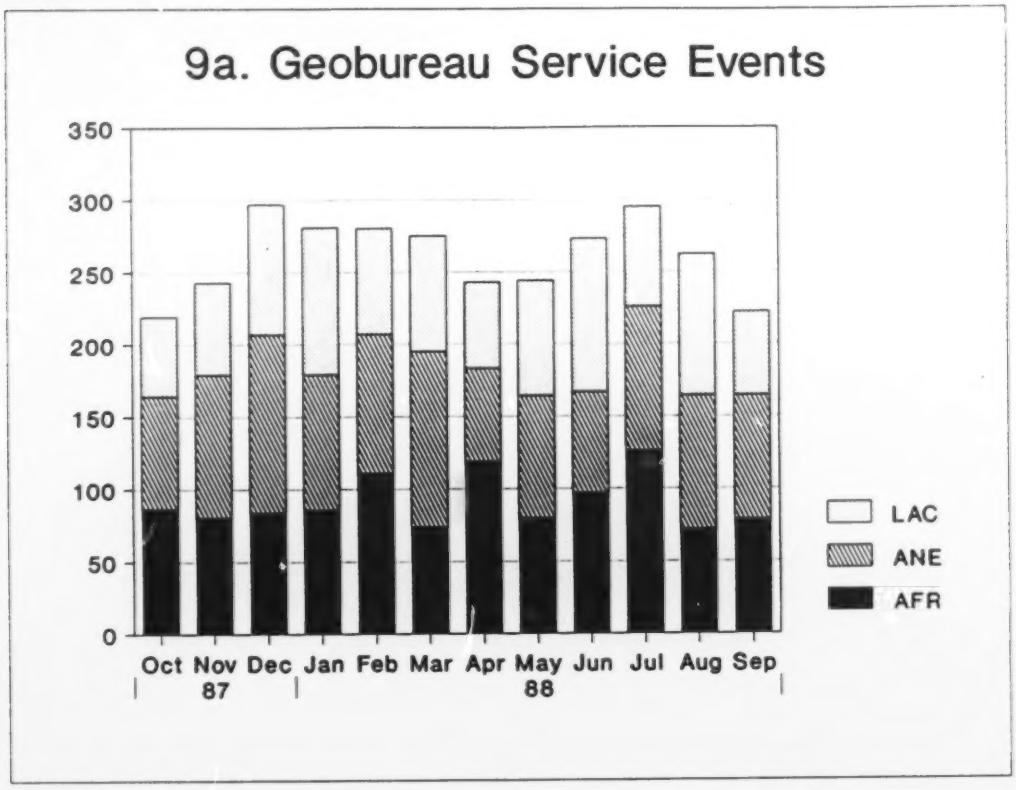
A.I.D. and USAIDs

Chart 8: R&RS Service Volume FY 88 shows our FY88 services according to three broad user categories -- the public, A.I.D. geobureaus (including USAIDs) and A.I.D. central bureaus. Its profile corresponds, as it should, to that for service events in Chart 1.

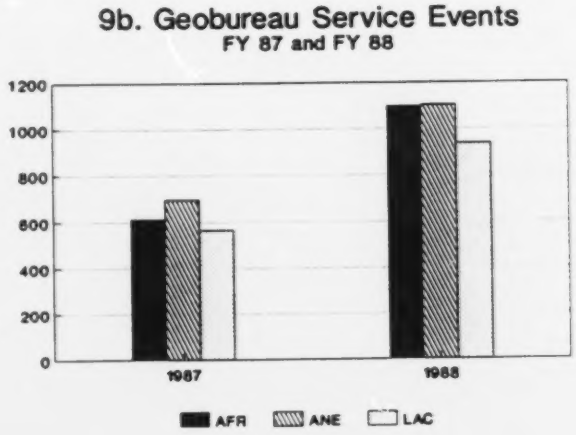
What is worth noting is that the January peak is here seen to be attributable entirely to Public demand; it is the March and June peaks that reflect A.I.D. demand. Further, geobureau demand is relatively constant throughout the year, while there are sharp month-to-month variations in services to the Central bureaus and the Public.

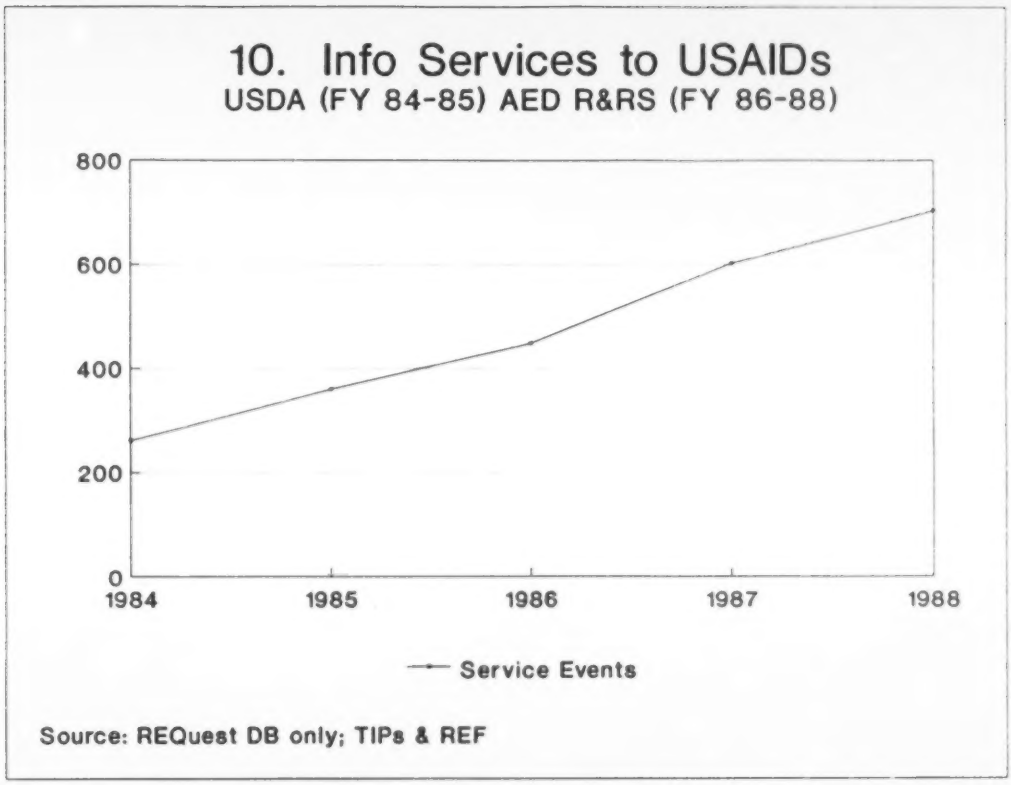


Geobureau service events examined alone, in Chart 9 A below, show considerable variation from month to month and from bureau to bureau. There are modest semi-annual peaks in December and, surprisingly, in July. Little demand consistency between geobureaus is evident -- an increase or decrease in one is not necessarily echoed by the others.



Most remarkable, however, is the magnitude of the increase in service events since FY87 shown in the adjoining Chart 9 B. Much of this increase is in TIPS, which, as we have already seen, more than doubled this year.





Finally, Chart 10 above, Info Services to USAIDs, documents a steady growth in services to USAIDs, our primary user group, both over the life of our project and compared to the earlier USDA services.

Counting only the TIPs and major Reference Services recorded in the REQuest database, USAID services have grown from under 300 annually in FY 84 to over 700 annually in FY 88, an average increase of around 13% per year. And this chart does not include Current Awareness Service Topical Updates or ILLs, which would make the FY86 - FY88 growth even greater.

IV. Trends in A.I.D.'s Use of Development Information

At the beginning of the Research & Reference Services project, typical A.I.D. requests for information tended to be either known-title requests (for example, a specific project paper or publication) or a straightforward DIS search for whatever was available there on a specific topic. These early requests often seemed to reflect an impulsive or incidental interest on the requester's part. Generic "information" was most often interpreted by both A.I.D. users and DI as a DIS printout.

Today, the A.I.D. requests we receive indicate a much more sophisticated and aware use of information. Our typical A.I.D. requests now reflect a central programmatic concern of an agency group (office or Mission) which has taken the trouble to think through its information need and communicates it with the expectation that we can help. Sometimes we receive several concurrent requests from different groups addressing different aspects of the same problem.

Individuals still make requests too, of course, but now usually state a purpose. We receive more and more known-title requests for DIS or external materials, but user awareness of these titles is often due to our efforts. Generic "information" is now understood to mean any combination of reference service, document delivery, or selected printed materials, from any relevant sources, which will meet the needs of the requester's situation.

The subjects of A.I.D. information requests we received during FY88 ranged through the gamut of current A.I.D. concerns. They included, to name just a few, various aspects of child survival, microenterprise, decentralization of government and services, drug awareness, indigenous institution building, debt-equity swaps, urbanization, export promotion, and forestry.

The subject of an information need is not the only guidance we elicit from a TIP requester. Just as important is our knowing what use the requester hopes to make of the information we provide, and our user training activities emphasize this. The range of purposes now cited by our A.I.D. requesters when they ask for a TIP substantiates the more sophisticated information use we see in A.I.D. One would expect users conducting research to ask for literature searches, and USAID libraries to ask for bibliographies for collection development. In addition, requesters actively engaged in program planning, redesign, strategy development, and policy dialogue, all seek our input. Requesters moving to new assignments, handling new subject or sector areas, exploring new lines of research, or otherwise needing to broaden a knowledge base, seek our

services. Missions supporting a local institution, whether government ministry or private PVO, ask for bibliographies of materials obtainable to help accomplish that institution's goals, such as manuals or instructional films. We now seem to be considered an authoritative source for lists of active projects or completed evaluations in specific areas. This is important because it reflects increased confidence in the comprehensiveness of the DIS and because it highlights how critical that comprehensiveness is to R&RS credibility in providing that service.

V. R&RS Mid-Project Evaluation

As required by our contract, R&RS conducted a mid-project evaluation during this past year. Because the many accomplishments of the Research and Reference Services had been documented in other reports and studies, and affirmed by our own Advisory Committee, we asked the evaluator (Sarah Kadec) to focus on organizational problems and issues. Her analysis confirmed that the increased demand for services was straining project resources and staff, as well as the organizational structure itself. The staff felt overburdened with requests, isolated from the people they served, and limited by cumbersome communication patterns. Through a series of staff interviews and meetings with project management, several key objectives emerged for a reorganization of R&RS staff:

* create a systematic approach to identifying and developing new information sources;

* strengthen the tie between information resources and services;

* support both the development professionals and information professionals on the staff;

* facilitate increased interaction with A.I.D.'s regional bureaus;

* streamline management and foster horizontal communication patterns.

The new organizational structure, as shown in exhibit A attached, addresses those objectives. It emphasizes a team approach to R&RS activities, organizing functions into four categories: resources, technical services, dissemination, and response teams -- one for each geographic region. Each regional team member will also be responsible for a sector, thereby reflecting both the geographical and substantive work of the Agency.

The recommended reorganization redefined the Library as an information center/reading room, with a self-service A.I.D. reference section for the public. Additional services to support R&RS staff, A.I.D. employees, and contractors would include on-line searching, a small, well-defined collection, and interlibrary loans. It was also suggested that as the library became more of an information center, an active outreach and dissemination program should develop including the effective use of Room 3659 NS.

Following submission of the mid-project evaluation, R&RS prepared a concepts paper for CDIE which further defined this transformation of the library into an active development information resource center. It was suggested that the historical portion of the hard copy collection could be stored off-site, thereby opening space for a small, up-to-date development collection, a reading room, an audiovisual area and a seminar/conference area. Four program categories were proposed for the new Center: central clearinghouse on development information activities, resources and services; current awareness for A.I.D. employees; outreach to the U.S. and international development community; and user training, guidance and technical assistance.

By the beginning of the new fiscal year (FY89), CDIE management approved the concept and authorized R&RS to lay the groundwork for this change. Through the consulting assistance of Nancy Cylke, we initiated a thorough weeding of the library collection and explored options and alternatives for off-site storage.

VI. Plans for Year Four

The R&RS reorganization provides a structure within which to implement continued improvements in accessing resources, increasing sensitivity to Agency information needs, and contributing to the further integration of CDIE and the strengthening of its leadership role in the international development community.

Region Response Teams: These three groups will now be responsible not only for answering requests from their client bureaus but also for understanding proactively what upcoming information needs are likely to be. Thus a closer programmatic relationship between R&RS activities and A.I.D.'s major concerns should emerge in the coming year.

Information Resources Team: This group will systematically address inefficiencies, gaps, and lapses in R&RS' ability to tap relevant development information sources by: (1) improving relevance, utility, and management of serials collection; (2) structuring A.I.D. input to library acquisitions, including serials; (3) activating exchange agreements with other development institutions; (4) identifying and opening channels to "gray" literature; (5) rationalizing the library collection with other A.I.D. collections, whether project or office based (Reach, Vector Biology, WASH, Pritech, WID, 3659 NS, etc.) and laying groundwork and campaigning for a union catalog.

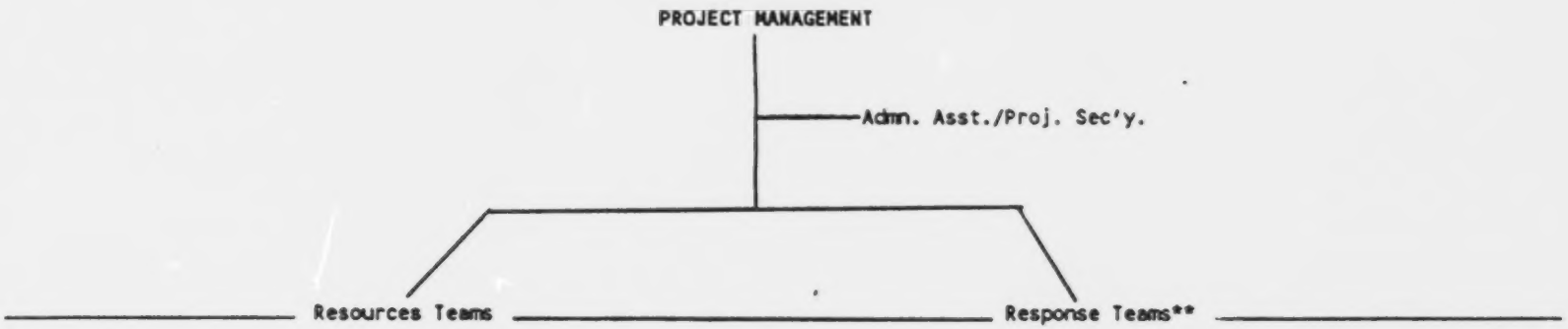
Technical Services Team: This group will work toward improved acquisitions and management of the library holdings. They will develop plans and make recommendations for better automation support and automation integration within the library.

Information Dissemination Team: This team will work toward spreading the impact of R&RS work as widely as possible; and intensifying the development information dialogue between CDIE and A.I.D. and between CDIE and the international development community. Specific activities will include improved and expanded Current Awareness Services, including a type designed for upper management; a Library New Acquisitions bulletin; a new product type for disseminating the content of selected TIPs; and a standard product catalog designed specifically for desk officers. Additionally, special programs and products will be designed with other A.I.D. information collections, groups of A.I.D. information users, and CDIE workshops and seminars.

Underlying all of these objectives and activities will be the continuing efforts to revamp and reorganize the library. At present, we anticipate completing the weeding exercise by the end of February, and establishing the self-sufficient A.I.D. Information Reference Center in March. If all paperwork is in place, the historical collection can be consolidated and moved off-site at the same time. If additional resources for equipment and furniture are made available, the other areas of the proposed resource center can be set up by June.

Exhibit A

PHASE I - REORGANIZATION



Sources	Technical Services	Dissemination	Africa	ANE	LAC
-Information Resources Spec. (TL)*	-Tech. Services Specialist (TL)	-Info. Dissemination Specialist (TL)	-Information Analyst (TL)	-Information Analyst (TL)	-Information Analyst (TL)
-Reference Spec.	-Tech. Services Specialist	-Program Asst.	-Information Analyst	-Information Analyst	-Information Analyst
-Interns-Reception, Orientation, Referral	-Information Clerk	-Info. Specialist (1 part-time or sh-term consult$)	-Information Analyst	-Information Analyst	-Information Analyst
-Short-term Consult. (A.I.D. Info. Room)		-Interns-program support			
-Systems Specialist (part-time)					

Notes

*(TL) represents team leader.

**Each member of a regional team will be be assigned a sector focus.